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SUBJECT: EXAMPLES OF GOOD CORPORATE CITIZENSHIP

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1. TO SELECT THE MOST EFFECTIVE EXAMPLES OF MNC CORPORATE CITIZENSHIP IN INDIA CONFORMING TO CRITERIA IN REFTEL, WE HAVE INFORMALLY SPOKEN WITH A NUMBER OF BUSINESS LEADERS. THESE AGREED CONCERNING THE EFFECTIVENESS OF THE EXAMPLES OF "GOOD CORPORATE CITIZENSHIP" GIVEN BELOW.

2. THERE IS A CERTAIN COMMONALITY UNDERLYING THE BUSINESS STYLE, OPERATION AND GROWTH OF ALL THE THREE FIRMS CITED. IN SPITE OF THEIR BEING LEADERS IN THEIR RESPECTIVE PRODUCT CATEGORIES AND INDUSTRY TREND-SETTERS, ALL THREE COMPANIES HAVE SCRUPULOUSLY ATTEMPTED TO OPERATE WITHIN THE CHANGING AND/OFTENTIMES ONEROUS, LEGISLATIVE PARAMETERS SET BY THE GOVERNMENT OF INDIA (GOI). THEY HAVE NEVER MADE BUSINESS ISSUES A MATTER OF PUBLIC DEBATE AND HAVE ALWAYS ATTEMPTED TO RESOLVE PROBLEMS THROUGH BILATERAL NEGOTIATIONS AT APPROPRIATE
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LEVELS. THEY HAVE RESPONDED POSITIVELY TO ALL PRACTICAL CALLS MADE ON THEM BY THE GOI AND BY THE LOCAL COMMUNITIES IN WHICH THEY OPERATE. SINCE INDIAN INDEPENDENCE IN 1947, THE THREE COMPANIES HAVE ADOPTED A DELIBERATE POLICY OF MAINTAINING A LOW PROFILE AND HAVE CONSCIOUSLY SOUGHT TO IDENTIFY THEMSELVES MOST CLOSELY WITH INDIA'S ECONOMIC AND

COMMERCIAL ASPIRATIONS. THIS HAS ALWAYS ENABLED THEIR TOP MANAGEMENT TO ESTABLISH CLOSE REAPPORT WITH THE HIGHER ECHELONS OF THE GOI AT BOTH THE POLITICAL AND BUREAUCRATIC LEVELS AND HAS ENABLED THEM TO ACT OUT OF A SENSE OF "BUSINESS STATEMANSHIP". THE THREE COMPANIES ARE VERY OFTEN CITED BY RESPONSIBLE GOI SPOKESMEN AS "THE MOST OUTSTANDING CORPORATE CITIZENS OF INDIA" WHOSE EXAMPLES OTHER FIRMS, FOREIGN AND DOMESTIC, SHOULD EMULATE. TWO OF THE COMPANIES HAVE, OVER THE YEARS, BEEN SUCCESSFUL IN ESTABLISHING NOT ONLY A SOLID POSITION IN THE INDIAN BUSINESS COMMUNITY BUT HAVE, IN RESPONSE TO INFORMAL GOI RECOMMENDATIONS AND THE CHANGING INDIAN BUSINESS ENVIRONMENT, VENTURED SUCCESSFULLY INTO BUSINESS AREAS THAT WERE, UNTIL THEN, ALIEN TO THEIR PARENT CORPORATIONS.

3. TO BE ABLE TO UNDERSTAND THE ENVIRONMENT IN WHICH THE THREE SUBSIDIARIES OFFERED AS EXAMPLES OPERATE, IT IS ESSENTIAL TO HAVE AN IDEA OF THE NATURE OF INDIAN CORPORATE RESPONSIBILITY. IN MAKING ANY PRESENTATION OF THE RESPONSE OF THESE COMPANIES TO LOCAL BUSINESS AND COMMUNITY PROBLEMS IN INDIA, IT SHOULD BE UNDERSTOOD THAT THE ENVIRONMENT IN WHICH THEY OPERATE IS VERY DIFFERENT FRM THAT IN WHICH THEIR CORPORATE HEADQUARTERS OPERATE, OUTSIDE OF INDIA. IN INDIA LIMITED OFFICIAL USE

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ALL THAT "CORPORATE RESPONSIBILITY" USUALLY IMPLIES IS CORPORATE PROGRAMS OF SOCIAL ACTION HELPFUL TO EMPLOYER-EMPLOYEE RELATIONSHIPS AND FULFILLING THE MANDATORY OBLIGATIONS IMPOSED BY LAW. WHEN SOME FEW COMPANIES GO BEYOND THESE CRITERIA IT USUALLY REPRESENTS AN ATTEMPT ON THEIR PART TO INGRATIAE THEMSELVES WITH THE STATE OR FEDERAL GOVERNMENT OR WITH LOCAL CIVIC AUTHORITIES. THERE ARE NO MORE THAN A DOZEN INDIAN FIRMS WHO HAVE UNDERTAKEN CONSTRUCTIVE CORPORATE INITIATIVES OUT OF A GENUINE SENSE OF "PUBLIC TRUSTEESHIP" AND WHICH GO BEYOND PROGRAMS OF DIRECT BENEFIT TO THE COMPANIES THEMSELVES.

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4. EXAMPLE NUMBER ONE: "COMPANY-A" IS A SUBSIDIARY (51 PERCENT OWNED BY THE PAREN CORPORATION) OF AN AMERICAN MNC AND IS A MAJOR MANUFACTURER IN INDIA OF CARBON PRODUCTS, CHEMICALS, PLASTICS, AND CONSUMER AND RELATED PRODUCTS. THIS MNC SUBSIDIARY HAS A BUSINESS RELATIONSHIP WITH INDIA EXTENDING BACK TO 1906 WHEN ITS PARENT COMPANY SOLD THE FIRST CONSIDGNMENT OF IMPORTED PRODUCTS FOR THE EQUIVALENT OF US \$65. TODAY THE SALES TURNOVER OF COMPANY-A IS ALMOST \$145 MILLION. ITS FIRST PLANT WAS ESTABLISHED IN INDIA IN 1938 AND, OVER THE YEARS, IT HAS DIVERSIFIED INTO SEVERAL AREAS OF BUSINESS ACTIVITY. OUT OF A TOTAL U.S. PRIVATE INVESTMENT OF ABOUT US \$360 MILLION IN INDIA AT THE PRESENT TIME, COMPANY-A IS THE LARGEST SINGLE INVESTOR. IN A TOTAL WORK-FORCE OF MORE THAN 12,500 THERE ARE CURRENTLY ONLY TWO CONTRACT EXPATRIATE TECHNICIANS. ITS CORPORATE RECORD IN INDIA IS ONE OF CONTINUOUS SERVICE TO THE NATION. WHEN INDIA WANTED TO INCREASE INDUSTRIAL PRODUCTION IN THE 1950S, THE COMPANY CAME FORWARD WITH MANY SUBSTANTIAL EXPANSION AND DIVERSIFICATION PROGRAMS AND MADE SEVERAL LARGE NEW INVESTMENTS. IT HAS ALSO ACTIVELY SUPPORTED THE INDIAN GOVERNMENT'S PROGRAM OF IMPORT SUBSTITUTION ANDHAS INVESTED SUBSTANTIALLY IN RESEARCH AND DEVELOPMENT FACILITIES. AS A RESULT

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OF ITS R & D EFFORTS, THE COMPANY WAS ABLE TO COME UP WITH NEW ROUTES TO PESTICIDE INTERMEDIATES; DEVELOP A SYSTEM OF CANAL LINING TO CONSERVE PRECIOUS WATER; MADE AVAILABLE TO THE GOI-OWNED HINDUSTAN STEEL LIMITED TECHNOLOGY TO PRODUCE HIGH QUALITY LIME NEEDED FOR THE LD PROCESS; AND SUPPORTED THE EXPANSION OF INDIA'S NUCLEAR POWER PROGRAM BY DEVELOPING DISTILLATION TRAYS USED IN THE HEAVY WATER PLANTS. TO EXTEND SUPPORT TO THE GOI'S EXPORT EXPANSION PROGRAMS, COMPANY-A VENTURED INTO SHRIMP TRAWLING AND THE MANUFACTURE AND EXPORT OF GARMENTS BOTH OF WHICH DID NOT CONSTITUTE THE PRODUCT-MIX OF ITS US PARENT CORPORATION. BOTH PROJECTS WERE 100-PERCENT EXPORT-ORIENTED VENTURES AND THESE HAVE YIELDED OUTSTANDING RESULTS IN TERMS OF CORPORATE EARNINGS AND GOI GOODWILL. COMPANY-A IS NOW FINDING MARKETS FOR INDIAN TECHNOLOGY ABROAD. ALREADY, FRANCE AND INDONESIA ARE TWO OF THE COUNTRIES USING KNOW-HOW DEVELOPED BY IT IN THE FIELD OF AGRICULTURAL CHEMICALS.

5. THE SPECIFIC INSTANCE OF THIS COMPANY'S CORPORATE "GOOD CITIZENSHIP" INITIATIVE WHICH SEEMS MOST SIGNIFICANT WAS THE DEVELOPMENT AND CONSTRUCTION OF A SEWAGE TREATMENT PLANT DURING THE LATE 1960S JUST OUTSIDE BOMBAY, CAPABLE OF RECLAIMING 5 MILLION LITERS OF CLEAR WATER DAILY FROM MUNICIPAL SEWAGE. THIS PLANT NEED NOT HAVE BEEN ESTABLISHED BY THE COMPANY, AS THE STATE GOVERNMENT OF MAHARASHTRA HAD OFFERED TO PIPE IN WATER REQUIRED BY THE POLYETHYLENE GRANULE MANUFACTURING PLANT OF THE COMPANY FROM A CONSIDERABLE DISTANCE. IN SPITE OF THE OFFER OF THE STATE GOVERNMENT TO PROVIDE THIS MUCH-NEEDED BASIC LIMITED OFFICIAL USE

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FACILITY AT NO COST TO THE COMPANY, IT INVESTED ALMOST A MILLION DOLLARS IN DEVELOPING AND SETTING-UP THE SEWAGE TREATMENT UNIT AND, THEREBY, EARNING THE GRATITUDE OF CIVIC AUTHORITIES AND CITIZENS OF WATER-SHORT BOMBAY FOR RELEASING THE WATER THAT HAD BEEN EAR-MARKED FOR IT. THIS, WE BELIEVE, WAS AN OUTSTANDING GESTURE OF CONSTRUCTIVE CORPORATE INITIATIVE BY AN MNC SUBSIDIARY WHICH MADE A LASTING IMPACT ON THE PEOPLE OF THE COMMUNITY AT LARGE.

6. EXAMPLE NUMBER TWO: "COMPANY-B" IS AN INDIAN SUBSIDIARY OF A CANADIAN MNC AND IS ENGAGED IN THE PRODUCTION AND MARKETING OF ALUMINUM INGOTS, SHEETS, EXTRUSIONS, FABRICATIONS, FOILS, AND POWDERS AND CHEMICALS. IT IS THE ONLY SUBSIDIARY OF A FOREIGN

MNC WHICH IS OPERATING IN THE "BASIC" EXTRACTIVE SECTOR IN INDIA. THE COMPANY WAS INCORPORATED AS A WHOLLY-OWNED BRANCH OPERATION IN 1938 AND WAS CONVERTED INTO A PUBLIC CORPORATION IN 1945. THROUGH A GRADUAL PROCESS OF INDIANIZATION THE CANADIAN EQUITY IN THE COMPANY HAS GRADUALLY BEEN BROUGHT TO A CURRENT LEVEL OF 55 PERCENT AND THERE ARE REPORTEDLY MOVES TO BRING IT DOWN TO 50 PERCENT EVEN THOUGH EXISTING GOI LEGISLATION PERMITS THE COMPANY TO CARRY ON BUSINESS AT ITS PRESENT FOREIGN EQUITY LEVEL. LIKE EXAMPLE NUMBER ONE, THIS COMPANY ALSO REPRESENTS ONE OF THE MOST CREDITABLE CASES OF CO-EXISTENCE OF FOREIGN AND INDIAN CAPITAL. IN ITS DEALINGS WITH THE GOI, WITH THE LOCAL COMMUNITIES IN WHICH IT OPERATES, AND WITH THE INDIAN ENVIRONMENT GENERALLY, THE COMPANY HAS ENDEAVORED TO BECOME A RESPONSIBLE AND PROGRESSIVE INFLUENCE. THE COMPANY'S MANAGEMENT HAS ACTIVELY PARTICIPATED IN THE WORK OF THE SEVERAL OFFICIAL INDUSTRIAL DEVELOPMENT COMMITTEES AND GOVERNMENT BODIES CONCERNED WITH THE VARIOUS FACETS OF THE INDIAN ALUMINUM INDUSTRY. IT HAS BROUGHT LIMITED OFFICIAL USE

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IN CRITICAL AND MUCH-NEEDED FOREIGN EXCHANGE AND INVALUABLE TECHNICAL SKILLS AT A TIME WHEN THESE COULD NOT EASILY BE PURCHASED ON THE INTERNATIONAL MARKET. GOOD COMMUNITY RELATIONS HAVE BEEN AN IMPORTANT AND CONTINUING COMPANY OBJECTIVE. AT A ROUTINE LEVEL, THIS CONCERN HAS EXHIBITED ITSELF IN THE PROVISION OF BASIC SERVICES BY THE COMPANY WHENEVER IT COULD BE DONE WITHOUTT SERIOUSLY STRAINING AVILABLE RESOURCES. FOR EXAMPLE, AT ONE OF THE COMPANY'S PLANT LOCATIONS, IN AN ECONOMICALLY BACKWARD AREA, THE COMPANY HOSPITAL IS OPEN TO INHABITANTS NOT EMPLOYED BY IT - INCLUDING GOVERNMENT RAILWAY WORKERS - AT A CHARGE, WHICH EVEN BY INDIAN STANDARDS, IS MOST MODEST. NEAR ANOTHER PLANT LOCATION, WHICH IS ALSO IN A BACKWARD DISTRICT, A VILLAGE IS SUPPLIED WITH FREE WATER FOR DRINKING AS WELL AS FOR IRRIGATION PURPOSES AND AN AGRICULTURAL SPECIALIST EMPLOYED BY THE COMPANY OFFERS FREE ADVISE TO THE VILLAGERS ON THE USE OF BETTER CROPPING PATTERNS AND IMPROVED FARM MANAGEMENT TECHNIQUES.

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7. THE BOLDEST "GOOD CORPORATE CITIZENSHIP" INITIATIVE TAKEN BY THE COMPANY IN RECENT YEARS HAS BEEN THE SPENDING OF CONSIDERABLE SUMS OF MONEY ON ORGANIZING AND CONDUCTING A MUCH-NEEDED SUSTAINED BIRTH CONTROL PROGRAM NOT ONLY AMONG ITS EMPLOYEES AND WORKERS BUT ALSO AMONG THE RURAL POPULATION WITHIN A RADIUS OF ABOUT 60-80 MILES OF EACH OF ITS SMELTERS AND FABRICATING UNITS WITHOUT EXPECTATION OF ANY DIRECT BENEFIT TO ITSELF. THIS PROGRAM HAS BEEN WIDELY ACCALIMED AS THE MOST OUTSTANDING INITIATIVE BY ANY PRIVATE CORPORATION AND IT HAS EARNED FOR THE COMPANY THE RESPECT AND SUPPORT OF THE FEDERAL AND STATE GOVERNMENTS. WHILE THERE MAY BE NO APPARENT BENEFITS ACCURING TO THE COMPANY AS A DIRECT RESULT OF THIS AND ITS VARIOUS OTHER CORPORATE SOCIAL INITIATIVES, A LOOK AT THE COMPANY'S GROWTH PATTERN INDICATES THAT THE COMPANY HAS GAINED CONSIDERABLY IN TERMS OF GOODWILL AND OTHER BENEFITS FROM THE HOST GOVERNMENT. WITH THE STRONG SUPPORT OF DISTRICT AND STATE POLITICIANS AND BUREAUCRATS, IT HAS BEEN REPEATEDLY ALLOWED TO EXPAND AND DIVERSIFY ITS ACTIVITIES IN AN AREA WHICH IS CONSIDERED TO BE SENSITIVE TO THE INDIAN ECONOMY AND WHICH, ACCORDING TO THE INDUSTRIAL POLICY RESOLUTION OF 1956, WAS TO BE DEVELOPED LARGELY IN THE FUTURE BY THE GOVERNMENT THROUGH PUBLIC
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SECTOR UNDERTAKINGS. TODAY, THE COMPANY RANKS SIXTEENTH AMONG INDIAN PRIVATE COMPANIES IN TERMS OF SALES.

8. EXAMPLE NUMBER THREE: "COMCPANY-C", A SUBSIDIARY OF A BRITISH MNCN MANUFACTURES AND MARKETS A

BROAD RANGE OF SOAPS, DETERGENTS, EDIBLE OILS, FOOD PRODUCTS AND TIOLETRIES. THE PARAENT COROPATION OF THE COMPANY HAS HAD A TRADING RELATIONSHIP WITH INDIA EXTENDING BACK TO ALMOST 100 YEARS. COMPANY-C WAS INCORPORATED IN INDIA IN 1933 AS A WHOLLY-OWNED SUBSIDIARY FOR THE MANUFACTURE OF SOAPS WITHIN THE COUNTRY. THROUGH EXPANSION AND ADPTATION TO A CHANGING MARKET SITUATION, NEW PRODUCT DEVELOPMENT AND THE INTRODUCTION OF NEW TECHNOLOGIES THE COMPANY TODAY RANKS THIRD IN TERMS OF TOTAL SALES (1977 SALES; \$242 MILLION), AND ELEVENTH IN TERMS OF ASSETS, AMONG PRIVATE COMPANIES OPERATING IN INDIA. CURRENTLY 60 PERCENT OF THE EQUITY OF THE COMPANY IS OWNED BY THE BRITISH PARENT CORPORATION AND THIS WILL BE DILUTED TO A LEVEL OF 51 PERCENT BY THE END OF 1978 TO CONFORM WITH GOI LEGISLATIVE REQUIREMENTS. THE PRESENT INDIAN BUSINESS ENVIRONEMTN DOES NOT FAVOR A DOMINANT ROLE FOR MNCs AND THEIR SUBSIDIAREIS IN THE CONSUMER GOODS AND LOW TECHNOLOGY AREAS AND, CONSEQNTLY, THE COMPANY HAS BEEN UNDER CONSIDERABLE PRESSURE FROM THE GOI FOR MOVING INTO MORE BASIC INDUSTRIES. AS A RESULT IT IS NEGOTIATING SEVERAL DIVERSIFICATION PROPOSALS WITH THE GOI IN CAPITAL INTENSIVE, HIGH-TECHNOLOGY AND WHOLLY EXPORT-ORIENTED BUSINESS AREAS. THE COMPANY OWNS ONE OF THE FINEST CORPORATE R&D FACILITIES IN INDIA AND HAS CONTRIBUTED LIMITED OFFICIAL USE

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SIGNIFICANTLY TO INDIAN IMPORT SUBSTITUTION EFFORTS. IN 1976, THE COMPANY WAS PRESENTED THE SIR P.C. RAY AWARD BY THE INDIAN CHEMCIAL MANUFACTURERS' ASSOCIATION FOR THE DEVELOPMENT OF INDIGENOUS TECHNOLOGY APPROPRIATE TO ITS MARKET SIITUATION. THE COMPANY ENJOYS AN OUTSTANDING REPUTATION FOR BUSINESS LEADERSHIP, IS HELD IN HIGH ESTEEM BY THE GOI FOR ITS SUPPORT OF VARIOUS OFFICIAL ECONOMIC AND COMMERICAL PROGRAMS, AND HAS BEEN CLOSELY IDENTIFED WITH THE DEVELOPMENT OF CORPORATE SOCIAL INITIATIVES IN SEVERAL OF THE KEY SECTORS WITH WHICH IT IS CONCERNED.

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9. TWO SPECIFIC EXAMPLES OF THE COMPANY'S "GOOD
COROPRATE CITIZENSHIP" INITIATIVES WHICH MERIT
RECOGNITION ARE
THE COMPANY'S UNSTINTING AND PROMPT
RESHONSE TO A GOI REQUEST FOR ACCELERATED FREEZE
DRYING (AFD) FOOD TECHNOLOGY AND THE RECENT DECISION
TO UNDERTAKE AN INTEGRATED, LONG-TERM, RURAL
DEVELOPMENT PROGRAM IN THE ETAH DISTRICT OF
POLITICALLY IMPORTANT UTTAR PRADESH STATE. THE
FIRST NITIATIVE DATES BACK TO 1962-63 WHEN,
IMMEDIATELY FOLLOWING INDIA'S WAR WITH COMMUNIST
CHINA, THE GOI WANTED TO ESTABLISH A DOMESTIC
AFD FOOD PROCESSING CAPABILITY TO SERVICE THE
NEEDS OF TROOPS BASED ALONG INDIA'S MOUNTAINOUS
NORTHERN BORDER. THE COMPANY WAS FIRST OFFERED THE
NHANCE TO ESTABLISH A NEW PLANT OF ITS OWN TOMEET
THE DEFENSE REQUIREMENTS, OR, IF THIS WAS NOT
POSSIBLE, REQUESTED TO PROVIDE KNOW-HOW FOR A GOI-
OWNED PLANT. THE COMPANY DID NOT CONSIDER IT
COMMERCIALY VIABLE TO SET-UP A PLANT OF ITS OWN

AND RESPONDED BY OFFERING TO MAKE A FREE GIFT OF
THE TECHNOLOGY DEVELOPED BY ITS PARENT CORPORATION

FOR ASSISTANCE IN THE ERECTION AND INITIAL
OPERATION OF THE REQUIRED FACILITIES. IN ADDITION
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TO THE SUPPLY OF TECHNOLOGY, THE COMPANY ASSIGNED
SOME OF ITS BEST ENGINEERS, CHEMISTS AND TECHNICIANS,
WITHOUT ANY COST TO THE GOI, FOR PERIODS OF ONE
TO TWO YEARS TO BRING THE GOI-OWNED AFD FOOD
PLANT ON STREAM.

10. THE OTHER CORPORATE INITIATIVE UNDERTAKEN BY
COMPANY-C IS THE PROVISION OF SUBSTANTIAL FINANCIAL

ASSISTANCE AND MANAGERIAL KNOW-HOW FOR THE INTEGRATED RURAL DEVELOPMENT OF ETAH DISTRICT. THIS DISTRICT HAS A POPULATION OF ABOUT ONE MILLION AND ALMOST 90 PERCENT IN THE WORKING AGE GROUP DEPEND UPON AGRICULTURE FOR A LIVELIHOOD. THE COMPANY OWNED A DAIRY AND MILKFOOD PLANT WHICH WAS NOT MAKING ADEQUATE PROFITS AND IT WAS CONSIDERING THE SALE OF THIS PLANT WHEN THE U.P. STATE GOVERNMENT AND THE GOI BOTH APPEARED TO THE COMPANY NOT TO PULL OUT OF THAT AREA. TO MEET THE DESIRES OF THE GOVERNMENT THE COMPANY DECIDED TO STAY ON AND INITIATED AN INTEGRATED RURAL DEVELOPMENT PROGRAM IN AUGUST 1976 USING ITS MANAGERIAL EXPERTISE. IT APPOINTED AGRICULTURAL DEVELOPMENT SUPERVISORS IN NINE STRATEGIC LOCATIONS WITHIN THE DISTRICT, UNDERTOOK TO PAY THEIR FULL SALARIES, AND GAVE THEM COMPLETE FREEDOM TO INTERACT WITH THE LOCAL PEOPLE WITHIN THE DISTRICT AND MOTIVATE THEM FOR CHANGE. THE WORK OF THE NINE SUPERVISORS ARE COORDINATED BY TWO AGRICULTURAL DEVELOPMENT MANAGERS BASED IN ETAH TOWN WHO REPORT DIRECTLY TO A MANAGER FOR RURAL DEVELOPMENT AT THE COMPANY'S HEADQUARTERS IN BOMBAY. THE ROLE OF THE AGRICULTURAL DEVELOPMENT SUPERVISORS IS TO HELP THE VILLAGERS IN MATTERS RELATING TO CROP ROTATION, LIMITED OFFICIAL USE

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SELECTING THE MOST SUITABLE VARIETY OF SEEDS, AND EMPLOYING IMPROVED AND MOST APPROPRIATE PRACTICES SUCH AS ROW WIDTH, SEED RATE, FERTILIZER DOSAGE, IRRIGATION INTERVALS, TILLING AND WEEDING. THE SUPERVISORS HAVE DONE AN OUTSTANDING JOB AND HAVE ALSO BEEN SUCCESSFUL IN MOTIVATING A FEW FARMERS WITHIN THE DISTRICT TO ESTABLISH DEMONSTRATION FARMS. THEIR EFFORTS ARE ALREADY BEGINNING TO SHOW CREDITABLE RESULTS. YIELDS IN MAJOR LOCAL CROPS LIKE WHEAT, SUGAR CANE, TOMATOES, AND GREEN PEAS HAVE GONE UP SHARPLY. THE COMPANY WILL BE SPENDING ABOUT \$250,000 DURING THE CURRENT FISCAL YEAR AND OVER THE NEXT FIVE-YEAR PERIOD IT WILL SPEND A TOTAL OF MORE THAN \$1.2 MILLION. THE COMPANY EXPECTS THAT ALL THE VILLAGES WITHIN THE DISTRICT AT THE END OF FIVE YEARS WILL BE COVERED BY THE BENEFITS OF ITS PROGRAM EITHER DIRECTLY OR THROUGH THE MULTIPLIER EFFECT. WHILE THIS HAS NOT BROUGHT ANY DIRECT BENEFITS TO THE COMPANY IT HAS, AS A RESULT, GAINED CONSIDERABLY IN TERMS OF THE GRATITUDE OF THE PEOPLE OF THE COMMUNITY, THE GOI AND THE STATE GOVERNMENT.

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